




Clayton County Police Department

PROCEDURES

Subject ORGANIZATION, DIRECTION & MANAGEMENT			Procedure # B1
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I. PURPOSE

To outline the organizational structure of the Clayton County Police Department (CCPD).

II. POLICY

It shall be the policy of the Clayton County Police Department (CCPD) to utilize sound organizational principles in order to establish and maintain a clearly defined organizational structure and chain of command.

III. STATEMENTS, CORE VALUES & TENETS OF CONDUCT

- A. The *CCPD's Mission Statement* and the *CCPD's Vision Statement* (shown below) serve as the foundation for the *CCPD's Strategic Plan*. They convey the purpose, direction and fundamental values of the CCPD. Other Divisions/Units may develop a mission and/or vision statement that focuses on their specific job function. All personnel are responsible for using these statements for all work performed for the CCPD.

Mission Statement: To serve and protect all citizens with excellence.

Vision Statement: The Clayton County Police Department is dedicated to establishing safer communities by building trust and confidence through professionalism and collaborations.

- B. The *CCPD's Core Values* and the *CCPD's Tenets of Conduct* (shown below) are very important in reminding personnel that they have a duty to represent the CCPD, community and law enforcement in a positive manner with their actions, interpersonal contact, and level of service. All personnel shall abide by the *CCPD's Core Values* and conduct themselves in accordance with the *CCPD's Tenets of Conduct*.

Core Values: Commitment, Honor, Integrity, Transparency and Professionalism.

Tenets of Conduct:

1. Treat each other and the community with respect.
2. Think of a problem as just an opportunity to find a solution.
3. Be a positive representative of the Department, the community and the law enforcement profession, both on and off duty.
4. Service the community as you would want a family member to be serviced.

IV. DEFINITIONS

Beat: A smaller, defined geographical area within a Sector of the County, designated by the Chief of Police, which is utilized by all the Divisions of the Clayton County Police Department (CCPD) to allocate personnel, assign responsibilities and perform the crime analysis function.

Command: A Command is the largest organizational subgroup in the Clayton County Police Department (CCPD) and is commanded by the Assistant Chief or the Deputy Chief.

Division: A Division is the second largest organizational subgroup in the Clayton County Police Department (CCPD) and the majority are commanded by a Major.

Sector: A defined geographical area within the County, designated by the Chief of Police, which is utilized by all the Divisions of the Clayton County Police Department (CCPD) to allocate personnel, assign responsibilities and to perform the crime analysis function.

Unit: A Unit is a subcomponent of the Clayton County Police Department (CCPD), which may be assigned to the Chief's Staff, a specific Command, Division or another larger Unit at the discretion of the Chief of Police, and may be commanded by a sergeant or higher-ranking supervisor.

V. ORGANIZATION

- A. The CCPD organizes all resources in such a manner as to aid in accomplishing the overall goal of providing efficient and effective service to the community.
- B. The formal organizational structure of the Department is contained in the current *CCPD Organizational Chart* (refer to appendix B, of this policy). The *CCPD Organizational Chart* will be reviewed on an annual basis to ensure its compatibility with the Department's overall goals and its accuracy in documenting the CCPD's organizational structure.

VI. ORGANIZATIONAL STRUCTURE

The following is a breakdown of the components of the CCPD, along with each component's function, authority and responsibility. Due to the complexity, diversity and number of functions within the Department, reorganization may occur any time; therefore, the organizational structure may periodically be subject to updating and change.

- A. **Chief of Police:** The Chief Executive Officer of the CCPD is designated as "Chief of Police." The Chief of Police is appointed by the Clayton County Board of Commissioners and bears total and complete responsibility for the management, direction and control of the Department.

The Chief of Police may grant or delegate authority to ranking members of the CCPD as necessary for the efficient operation of the Department and has the responsibility for the preservation of life, property, order, criminal investigations, crime suppression, and the enforcement of State laws and County ordinances. These objectives are accomplished through written and oral orders, policies, procedures, guidelines and directives, as well as personal leadership exerted through subordinate commanders and officers.

The general duties and responsibilities of the Chief of Police are planning, directing, coordinating, controlling, and staffing of the operational and administrative activities of the CCPD. The Chief of Police is responsible for making promotions and appointments to positions within the Department and administering the *Oath of Office* to all newly hired sworn personnel. Ultimately, the Chief of Police is responsible for the enforcement of all rules and regulations.

- B. **Chief's Staff and Command Staff:** The following positions are under the direct supervision and control of the Chief of Police and shall serve as the Chief's Staff and Command Staff.
 - 1. **Chief's Staff:** At the discretion of the Chief of Police, personnel may be assigned to more than one (1) position or responsibility at a time.
 - a. Executive Assistant;

- b. Legal Advisor;
- c. Office of Professional Standards (OPS) Commander;
 - 1) Internal Affairs; and
 - 2) Accreditation Manager (Policy, CALEA).

2. **Command Staff**

- a. Chief of Police,
- b. Assistant Chief,
- c. Deputy Chief, and
- d. Division Commanders

C. **Commands**: The CCPD is divided into distinct Commands, each having its own diverse and vital objectives. The Field Operations Command is commanded by the Assistant Chief and the Support Operations Command is commanded by the Deputy Chief. At a minimum, the following two (2) Commands shall exist for the continued and efficient operation of the Department.

- 1. **Field Operations Command**: The Field Operations Command is the primary provider of police services to the community and responsible for the direct response and investigation of crimes.
- 2. **Support Operations Command**: The Support Operations Command provides technical and specialized support for the Department.

Dependent upon the needs of the Department, additional Commands may be created, implemented, suspended or discontinued only at the discretion of the Chief of Police or authorized designee (hereinafter referred to as the Chief of Police).

D. **Department Divisions/Units**: The CCPD is divided into distinct Divisions/Units, each having its own diverse and vital objectives. The Uniform Patrol Division (UPD), Criminal Investigation Division (CID), Special Operations (Spec Ops) Division, Career Development Division and Support Services Division are commanded by a Major. The Office of the Chief of Police Division and the Logistics & Operations Unit are commanded by a Unit Commander with the rank of Sergeant or higher. The Communications Division is commanded by the E911/Communications Director. The aforementioned Divisions/Units shall exist for the continued and efficient operation of the CCPD. Dependent upon the needs of the Department, additional Divisions/Units may be created, implemented, suspended or discontinued at the discretion of the Chief of Police.

- 1. **Uniform Patrol Division (UPD)**: The UPD has the functions of patrol and general traffic enforcement. The success of the UPD depends upon the deployment of uniformed police officers who utilize readily distinguishable patrol vehicles within the County. These highly visible units are easily identified by the average citizen with a special consideration where children are concerned. Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the UPD.
 - a. The Uniform Patrol Division (UPD) has the following functions:
 - 1) **Patrol Function**: The primary function of the UPD is to provide day to day police services, including answering calls for service, general patrol, and the observation and reaction necessary to deter criminal activity and to deal with any such activity as it may occur.
 - 2) **General Traffic Function**: The secondary function of the UPD is to assist with traffic enforcement or assist the Traffic Unit, as call priority and volume allow,

without compromising the primary function. Though traffic enforcement is not the primary function of the UPD, patrolling the community and/or enforcing laws, traffic and penal, as violations are encountered, is one of every patrol officer's duties and responsibilities.

b. Public Safety Ambassadors (PSAs)

PSAs are non-sworn employees assigned to the UPD. PSAs provide support for sworn officers by responding to low-risk and non-criminal calls, when approved, and also work alongside officers at precincts and/or headquarters, completing reports.

c. Organization and Supervision of the Uniform Patrol Division (UPD)

- 1) The UPD utilizes sectors for the allocation of personnel throughout the County. The UPD consists of work shifts for the allocation of officers throughout any shift/day.
- 2) Dependent upon the needs of the Department, a Captain may be assigned to a sector/precinct as a Sector/Precinct Commander.
- 3) Dependent upon the needs of the Department, within each sector, a Lieutenant may be assigned to each shift as a Shift Commander. In the UPD, a minimum of one (1) Lieutenant or Shift Commander is required to be on duty at all times of the work day.
- 4) Sergeants are the first line of supervision within the UPD and generally report to a specific Shift or Unit Commander (Lieutenant) pertaining to their assignment.
- 5) Dependent upon the need for the creation of a specialized unit or temporary detail within the UPD, a Sergeant or higher may be assigned and/or designated to supervise each specialized unit or detail as a Unit Commander.

2. **Criminal Investigation Division (CID)**: The CID is composed of several specialized units, including Major Felony, Crimes Against Children, Property Crimes, Crime Scene Investigation (CSI), Property and Evidence and Police Social Workers. The CID focuses on investigating criminal allegations, identifying and interviewing witnesses, locating and arresting criminal offenders, collecting evidence, and recovering and returning lost or stolen property. Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the CID.

a. For operational purposes, the Criminal Investigation Division (CID) shall have, at a minimum, the following units, personnel or areas of responsibility:

- 1) A unit dedicated to conducting investigations that involve the loss or destruction of property. The unit may include specialists in auto theft, burglary, fraud and pawn.
- 2) A unit dedicated to conducting investigations of major felony crimes which shall include, but is not limited to, murder, armed robbery, assault/battery, kidnapping, rape, terroristic threats and any other felony crimes, misdemeanor crimes and/or non-crime related incidents.
- 3) A unit dedicated to conducting investigations of crimes involving juveniles which shall include, but is not limited to, child abuse, sexual offenses, aggravated assault, robbery, internet crimes, and any other felony crimes, misdemeanor crimes and/or non-crime related incidents.
- 4) A unit dedicated to crime scene processing and investigations.
- 5) A unit dedicated to managing and maintaining evidence and property obtained and seized during incidents and investigations.

- 6) A unit that can respond to non-criminal calls for service involving individuals who may have a mental illness, substance abuse problems, or those experiencing homelessness or indigence, and perform administrative activities that do not require actions by sworn personnel.
- b. Organization and Supervision of the Criminal Investigation Division (CID)
 - 1) CID utilizes specific units for the allocation of personnel to address the demands of crime trends and incident priorities. CID utilizes work shifts and on-call schedules for the allocation of detectives throughout any given day.
 - 2) Dependent upon the needs of CID, a Lieutenant or higher may be assigned to each unit as a Unit Commander. Dependent upon the needs of CID, within each unit, a Sergeant or higher may be assigned to each shift as a Shift Commander.
 - 3) Dependent upon the need for the creation of a specialized unit or temporary detail within CID, a Sergeant or higher may be assigned and/or designated to each specialized unit or temporary detail as a Unit Commander.
 - 4) Dependent upon the needs of CID, Sergeants may be the first line of supervision within CID and generally report to a specific Shift or Unit Commander (Lieutenant or higher) pertaining to their assignment.
3. **Office of the Chief of Police Division:** The Office of the Chief of Police Division includes the following units: Office of Professional Standards (OPS), Internal Affairs (IA), and Accreditation and Policy. Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the Office of the Chief of Police Division.
4. **Special Operations (Spec Ops) Division:** The Spec Ops Division is composed of the following units: Narcotics, Airport Interdiction, Task Force Officers (TFO's), Gang, Criminal Apprehension and Gang Enforcement (CAGE), Aviation, Canine (K9), Traffic and Special Response Units, e.g., SWAT, EOD, CNT, etc.

The purpose of the Spec Ops Division is as follows: to enforce traffic laws and regulations; to conduct in-depth investigations and analysis of major traffic collisions (i.e., serious bodily injury or death), and hit and run accidents; to provide specialized support which may include, but is not limited to, personnel, units or equipment used to respond to situations which require certain weapons and tactics and/or aerial support; to control or containment of civil disorder or unrest; hostage and/or crisis situations; to investigate the illegal use, sale and trafficking of narcotics and dangerous drugs; develop, maintain and disseminate intelligence related to narcotics; investigate and monitor gang-related activity and crimes;

domestic terrorism and threats; target problem areas and implement special operations to deter and/or cease street level criminal activities in a target area; and supervise and monitor the Department's TFO's assigned to other agencies' task force groups.

Due to the nature of drug trafficking, and its relationship to other criminal activities, secondary investigations into other types of crimes are common. Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the Spec Ops Division.

- a. The Spec Ops Division may utilize specialized units and/or personnel for the allocation of personnel to address the demands of the Department, when authorized by the Chief of Police. The Division may utilize work shifts and on-call schedules for the allocation of personnel throughout any given day. Dependent upon the needs of the Division, a Sergeant or higher may be assigned to each shift/unit as a Shift/Unit Commander.
 - b. For operational purposes, the Spec Ops Division shall have, at a minimum, the following units, personnel or areas of responsibility:
 - 1) A unit, or designated personnel, responsible for the investigation of drug-related offenses and activity, to include distribution, sales, and trafficking, and to assist in the resolution of drug-related investigations.
 - 2) A unit, or designated personnel, responsible for the pursuit, development, maintenance and dissemination of intelligence related to narcotics, and domestic terrorism and threats.
 - 3) A unit, or designated personnel, responsible for the investigation of criminal gangs and related activity, maintenance of the Department's gang database, and the assistance of other components for the purpose of solving criminal investigations.
 - 4) A unit, or designated personnel, that is able to respond to, monitor, investigate, disrupt, deter and detect street level criminal activity.
 - 5) A unit, or designated personnel, responsible for enforcing traffic laws and regulations, conducting in-depth investigations and analysis of major traffic collisions involving serious bodily injury or death, and investigating hit and run accidents.
 - 6) A unit, or designated personnel, responsible for providing safe, effective and tactical aerial support and assistance to officers.
 - 7) A unit, or designated personnel, responsible for utilizing the abilities of a Police Service Dog (PSD) to supplement police personnel. Duties shall include, but are not limited to, facilitating the apprehension and arrest of suspects with the least amount of injury to either the officers involved, the public or suspects; utilization of PSD's to track/wind scent individuals, conduct searches, locate persons or evidence; and detecting narcotics, explosive devices/materials, or other articles.
 - c. The Spec Ops Division shall not only adhere to the Department's standard operating procedures, but shall also adhere to the current *CCPD's Drug Task Force Manual*. This is due to the unique responsibilities and diverse staff of the Division. However, no procedure or policy in the *CCPD Drug Task Force Manual* shall conflict with the Department's standard operating procedures, unless authorized by the Chief of Police.
5. **Career Development Division:** The Career Development Division is responsible for the following units: Background and Recruitment, Academy and Training, Firing Range, Reserve Officers, Chaplains and Polygraph.

The purpose of the Career Development Division is to provide counseling and emotional support to both the community and personnel; to provide specialized support and training for the Department; to monitor and coordinate the application process for each candidate of employment to ensure a fair hiring process; and to provide each employee with those career development courses that enhance their individual job performance and enable them to progress toward the accomplishment of the Department's goals.

Training may include, but is not limited to mandatory, specialized, advanced, remedial, in-service, firearms and Basic Law Enforcement Academy. Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the Career Development Division.

- a. Personnel of the Career Development Division may require qualifications and commitments unique to the needs and demands of a specific field or role. Therefore, specialized and training personnel/units may develop or institute qualifications, training, or certain experience that may be used for the purpose of selection, staffing or maintaining membership.
 - b. For operational purposes, the Career Development Division shall have, at a minimum, the following units, personnel, or areas of responsibility:
 - 1) A unit, or designated personnel, responsible for the recruiting of personnel, testing, background investigations, and the monitoring and coordination of the application process for each candidate of employment to ensure a fair hiring process.
 - 2) A unit, or designated personnel, responsible for maintaining awareness of training and educational opportunities and availability.
 - 3) A unit, or designated personnel, responsible for training to both sworn and non-sworn employees and managing the Department's Academy and Firing Range.
 - 4) A unit, or designated personnel, responsible for providing counseling and emotional support to the community and personnel.
 - 5) A unit that will perform duties in support of the active police officers of the CCPD.
 - 6) A unit, or designated personnel, responsible for administering and monitoring polygraph examinations.
6. **Communications Division:** The functions of the Communications Division include managing radio communications, handling 911 calls, and other calls for emergency assistance for the CCPD and other County departments/agencies and municipalities that are dispatched through the County E911/Communications Center. The Division is also responsible for maintaining Georgia Crime Information Center (GCIC) records and training. Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the Communications Division.
- a. For operational purposes, the Communications Division shall have, at a minimum, the following units, personnel, or areas of responsibility:
 - 1) A unit dedicated to the monitoring, regulating, maintaining and relaying of radio communications for and on behalf of the Department, the receipt of 911 calls, Computer-Aided Dispatch (CAD) database maintenance, and other calls for emergency assistance, and the processing and dissemination of information received from personnel in the field.
 - 2) A unit, or designated personnel, overseeing false alarms generated from dispatched calls for service pertaining to audible and silent alarms for both residential and

commercial properties, and the fines and fees accrued by individuals and entities responsible for the concerned properties.

- 3) A unit, or designated personnel, responsible for the monitoring, reporting, tracking, validating, and auditing of GCIC activities and information; training of personnel on GCIC and terminal operations; and the management and regulation of passwords for and access to departmental computer records systems.
- b. Organization and Supervision of the Communications Division
 - 1) The Communications Division utilizes specific units for the allocation of personnel to address the demands of call volume and incident priorities. The Division utilizes work shifts and on-call schedules for the allocation of personnel throughout any given day.
 - 2) Daily operations may be supervised by sworn and non-sworn personnel and structured to reflect the needs of the Division.
 - 3) A sworn supervisor (lieutenant or higher) shall be assigned to the Communications Division to:
 - a) Perform supervisory duties; and
 - b) Assist the E911/Communications Director with any other administrative duties.
- c. The Communications Division shall adhere to the Department's standard operating procedures. E911/Communications personnel shall also adhere to the *Clayton County E911/Communications Divisional Guidelines*. No procedure or policy in the *Clayton County E911/Communications Divisional Guidelines* shall conflict with the Department's standard operating procedures unless authorized by the Chief of Police.
7. **Support Services Division:** The Support Services Division is responsible for the following units and programs: Animal Control, Targeted Investigations through Analysis of Networks (TITAN), National Incident-Based Reporting System (NIBRS), Real-Time Crime Center (RTCC), Records and Permits, Protective Services, Community Affairs and Public Information, Building and Maintenance and projects deriving from Special Local Option Sales Taxes (SPLOST). Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the Support Services Division.
 - a. For operational purposes, the Support Services Division shall have, at a minimum, the following units, personnel, or areas of responsibility:
 - 1) A unit, or designated personnel, responsible for providing educational material on crime awareness and crime prevention programs to the community, establishing and managing media relations and releasing information to the public through the news media, social network sites and other outlets.
 - 2) A unit, or designated personnel, responsible for enforcing the statutory ordinances and state laws relating to the control, impoundment and disposition of animals within the County.
 - 3) A unit, or designated personnel, responsible for investigating, gathering, and analyzing criminal digital forensic data and the preparation of custom programing for the Department's technological growth and NIBRS.
 - 4) A unit, or designated personnel, responsible for building and maintaining the relationship between the residential and commercial communities of the County and the Department.

- 5) A unit, or designated personnel, responsible for providing security at all BOC meetings and functions, and protection to County Commissioners, when needed.
- 6) A unit, or designated personnel, dedicated to the custody of divisional records and open records requests.
- 7) A unit, or designated personnel, responsible for the general processing and maintenance of departmental records and the processing and issuance of permits.
- 8) A unit, or designated personnel, responsible for using technology to help officers respond to crime.

b. Organization and Supervision of the Support Services Division

- 1) The Support Services Division may utilize specific units and/or employees for the allocation of personnel to address the special or unique demands of the Department at the discretion of the Chief of Police.
- 2) Daily operations may be supervised by sworn and non-sworn personnel and structured to reflect the needs of the Division.

8. **Logistics & Operations Unit:** The Logistics & Operations Unit is responsible for the Department's budget, grants, payroll, inventory and contracts. The Unit also manages the Administrative Staff (front office) and Fleet Maintenance. Dependent upon the needs of the Department, the Chief of Police may increase or decrease the duties and responsibilities of the Logistics & Operations Unit.

The Logistics & Operations Unit may utilize specific units and/or employees for the allocation of personnel to address the special or unique demands of the Department, when authorized by the Chief of Police. The Unit may also utilize work shifts and on-call schedules for the allocation of personnel throughout any given day.

For operational purposes, the Logistics & Operations Unit shall have, at a minimum, the following units, personnel, or areas of responsibility:

- a. A unit, or designated personnel, responsible for monitoring and analyzing the current and future budgets, tracking expenditures, facilitating departmental purchases, researching, writing and managing grants and assisting on other financial projects as needed.
- b. A unit, or designated personnel, responsible for the issuance of clothing, supplies and equipment to eligible employees of the Department.
- c. A unit, or designated personnel, responsible for managing the Department's vehicle maintenance records and coordinating maintenance of all assigned vehicles.
- d. Designated non-sworn personnel, responsible for processing departmental documents, database entries, assisting the general public at headquarters or via phone and helping other employees.

- E. **Specialized Units and Temporary Details:** Dependent upon the needs of the Department, Specialized Units and/or Temporary Details may be created, implemented, suspended or discontinued at the discretion of the Chief of Police.

1. **Criteria for Specialized Units and Temporary Details:** Newly created or existing Specialized Units and/or Temporary Details may utilize the following criteria to develop its structure, staff and operations:

- a. They may be staffed by sworn and/or non-sworn personnel.

- b. They may utilize full-time personnel in a part-time role as needed. The operational commitment may be full or part-time, depending on the needs of the Department, Command, Division or Unit.
 - c. They may consider certain specialized training, skills and/or experience to be priorities or requirements for inclusion or acceptance into and/or continued membership or participation.
 - d. They may be created or implemented in, assigned to and/or exist within a pre-existing Unit or Shift, and not necessarily within a larger body of command such as a Command or Division.
 - e. They may be temporary in existence to address a short-term need of the County, Department, Command, Division, or Unit.
 - f. They may require a tryout, physical and/or psychological testing, additional medical examination or physical, interview or review board, and/or any other procedure within the law needed to screen candidates or applicants.
 - g. They may have a Unit Commander with the rank of Sergeant or higher, regardless of personnel, purpose, function, or Command, Division, or Unit of assignment.
2. **Specialized Units within the Department:** Dependent upon the needs of the Department, Specialized Units shall be assigned to a Command, Division, Unit or Shift at the discretion of the Chief of Police. See *Appendix A* of this policy to view the *Current List of Recognized Specialized Units within the Department* and the primary function and purpose of each.
3. **Duration and Priority:** Some smaller Specialized Units, and all Temporary Details, have either short-term operational periods and/or lower priority functions. Therefore, Temporary Details are not listed in the *Current List of Recognized Special Units* or incorporated into the current *CCPD Organizational Chart*. However, certain Specialized Units are part of a larger existing Unit and are listed in the *Current List of Recognized Specialized Units*, but not incorporated into the current *CCPD Organizational Chart*.
4. **Announcements:** Announcements and instructions for Specialized Positions will be posted in the *CCPD Daily Bulletin* as positions become available. The *CCPD Daily Bulletin* will be disseminated to employees via County email, Monday through Friday, excluding County holidays, for a minimum of two (2) weeks. Employees shall follow all instructions and submit their *Letter of Interest*, for any position they are seeking.
5. **Qualifications for Sworn Personnel:** The minimum personal qualifications for selection to Specialized Units are as follows:
- a. Only those officers who have successfully completed the probationary period for new hires will be considered for Specialized Units;
 - b. They must have a minimum of two (2) years of law enforcement experience and one (1) year of continuous uninterrupted service with the CCPD as a sworn officer; and
 - c. The officer must have no adverse disciplinary action resulting in a suspension of more than three (3) days in duration or in total, within the last twelve (12) months of service, prior to consideration for appointment, excluding motor vehicle collisions involving Department vehicles.

Furthermore, officers shall meet any additional requirements as outlined in the Department's Gateway job description for the position they are seeking.

Note: Specialized Unit assignments are at the discretion of the Chief of Police, and requirements for a position on any such unit may be waived depending upon the immediate operational needs of the Department.

- F. **Detectives and Specialized Investigators:** For continuity, personnel assigned to investigative positions in any Division, Specialized Unit or elsewhere within the Department shall be called "Detective." Detectives shall carry both badge and CCPD identification cards indicating the rank of Detective. Crime Scene Investigators may continue to carry the "Investigator" badges until all of them are phased out. The rank of "Special Agent" is abolished and all personnel currently assigned in such positions shall be called "Detective."
1. All detective positions in the Department are filled by Administrative Appointment and are not promotions governed by Rule 8 of the *Civil Service Rules and Regulations*.
 2. Administrative Appointments are made at the discretion of the Chief of Police. Employees who are appointed, will serve at the pleasure of the Chief of Police and may be assigned anywhere as needed.
- G. **Task Force Officer (TFO):** A Task Force may be created at the request and/or need of a federal, state, or local agency. With the participation of the CCPD in a Task Force, a TFO position may become available to personnel. A TFO may be assigned to a specific Task Force, different from any other TFO and/or other personnel, to address or assist with certain types of investigations at any level of law enforcement. Selection as a TFO, and each of the TFO's chain of command is at the discretion of the Chief of Police.

VII. GENERAL COMMAND AND CHAIN OF COMMAND PROTOCOL

- A. **Command Protocol**
1. In the absence of a sworn supervisor, the senior ranking officer at the scene of an incident will be in command, except as otherwise specified in departmental policy and procedures.
 2. In the absence of a sworn commander or supervisor, the senior ranking non-sworn employee present during the performance of official duties will be in command over all other non-sworn personnel.
 3. All personnel are responsible for observing the command protocol specified herein.
- B. **Authority and Responsibility:** Each employee of the Department is vested with the authority and responsibility necessary to fulfill the tasks assigned to their position. Each employee shall be held strictly accountable for the use of, or failure to use, that delegated authority and responsibility.
- C. **Chain of Command:** Employees will utilize the chain-of-command in addressing work related problems unless extraordinary circumstances dictate the need to do otherwise. See *Appendix C* of this policy for the *Clayton County Police Department Rank and Insignia Chart*.
- D. **Span of Control:** The span of control for individual supervisory and management personnel will be limited to the number of personnel that can be effectively handled. Span of control is determined by assessing and evaluating the nature of the work involved, ability of the employees performing the work, ability of the supervisor, and the amount of separation by time and place of the supervisor and the immediate subordinate(s).
- E. **Order of Precedence for Command Authority**
1. **Short-term absence of the Chief of Police:** When the Chief of Police is not present due to a short-term absence of three (3) days or less, the Assistant Chief and the Deputy Chief will be responsible for the operation of their own command. In the event that a matter is so

urgent that it must be addressed before the Chief's return, the Assistant Chief of Field Operations will act on behalf of the Chief of Police.

2. **Long-term absence of the Chief of Police:** When the Chief is not present due to long-term absence of more than three (3) days, the Assistant Chief will serve as Acting Chief of Police.
3. **Line of Succession**
 - a. If for any reason, including exceptional circumstances beyond the immediate control of the Chief of Police and/or the next line of succession is unavailable to serve as Acting Chief of Police, the line of succession will continue in the following manner as designated by the Chief of Police:
 - 1) Assistant Chief of Field Operations Command;
 - 2) Deputy Chief of Support Operations Command;
 - 3) Uniform Patrol Division (UPD) Commander;
 - 4) Criminal Investigation Division (CID) Commander;
 - 5) Career Development Division Commander;
 - 6) Special Operations (Spec Ops) Division Commander; and
 - 7) Support Services Division Commander.
 - b. In the absence of a Division Commander (Major), the concerned Division Commander will designate by a written directive who will assume temporary command of the affected Division, including the estimated duration, or specific time frame, of the temporary designation.
 - c. In the situation involving personnel of different functions (e.g., Traffic, CSI, Uniform, CID, etc.) engaged in a single operation, command authority will rest with the senior officer or designee responsible for conducting the operation, or as otherwise designated by the Chief of Police.

F. **Organization and Accountability**

1. **Organizational Chart:** Each organizational component of the Department (e.g., Command, Division, Unit, Sector, Shift, etc.) shall be under the direct command of only one (1) supervisor, who shall be accountable to the commander of the component in the next step of the concerned chain of command. See *Appendix B* of this policy for the current *CCPD Organizational Chart*.
2. **Employee Accountability:** Each employee of the Department shall, under normal circumstances, be accountable to only one (1) supervisor.

The single supervisor to whom an employee is accountable will be the supervisor who has the primary control over an incident. The primary control is determined by the totality of the circumstances, needs of the incident and training and experience of the personnel required to effectively resolve the situation.
3. **Supervisor Accountability:** In order to achieve effective direction, coordination, and control, supervisory personnel will be held accountable for the performance of employees under their immediate supervision.
4. **Obedience to Orders**
 - a. To permit and support effective supervision, direction and control, employees shall obey any lawful directive or order issued by a supervisor or by any other employee temporarily designated as having a supervisory role (i.e., Field Training Officer).

- b. Employees shall obey any order from a supervisor even if the order is relayed from and/or through an employee of the same or lesser rank. However, the last directive or order received by a subordinate or employee shall prevail unless it is retracted or modified through the effect of a new directive or order from the same supervisor or designated employee, or a higher-ranking supervisor.
 - c. Orders from a supervisor, or designated supervisory employee, to a subordinate or employee shall be in clear, understandable language, civil in tone, and issued in pursuit of departmental business.
 - d. No directive or order in violation of any law, ordinance or departmental policy, shall knowingly be issued. Obedience to an unlawful or unauthorized order is never a defense for an unlawful or unauthorized action; therefore, no employee is required to obey any order which is contrary to federal or state law, local ordinances or departmental policy.
 - e. Responsibility for refusal to obey a directive or order rests with the affected or concerned employee. An employee's decision to refuse to obey a directive or order shall be strictly scrutinized. The affected or concerned subordinate or employee shall be required to provide justification for refusal or non-compliance with any directive or order.
5. **Temporary Assigned Duty (TAD):** Details or assignments in which employees are assigned within, attached to or detached from the Department to short or long-term training or duty assignments that are temporary in nature shall be considered a TAD. Employees designated for TAD shall be notified, along with the concerned supervisor(s), by an order from the Chief of Police, detailing the location of assignment, the immediate supervisor of the employee while on assignment and the effective date of the assignment.
6. **Staff Meetings:**
- a. **Weekly Meetings:** The Chief of Police will host weekly staff meetings (shown below). The TITAN Unit will coordinate these meetings by preparing, and presenting analytical reports and graphs, and other pertinent information to those in attendance. The TITAN Unit shall send invitations via County email to employees who are scheduled to attend. If a scheduled employee is unable to attend, they shall notify their chain of command to ensure that another employee will attend the meeting and assume their responsibilities.
 - 1) **Command Meetings:** The main purpose of these meetings is to provide a forum for leadership to discuss and coordinate various operational aspects of the Department, including the review of Part 1 Crime statistics, discussing and analyzing crime problems and strategies used to address such problems, upcoming events, personnel matters, logistics, operations, administrative analysis (e.g., budgeting, overtime, leave), analysis of supplies and equipment, etc.
 - 2) **Crime Analysis Projected Strategies (CAPS) Meetings:** The main purpose of these meetings is to identify specific crime and problem areas and develop strategies and tactics for response to these trends. The objective is a collaborative approach in which all participants are asked to provide relevant information, help develop response strategies and tactics, and work as a team to implement the responses. Crime reduction strategies are evaluated and adjusted during each meeting using crime analysis data and feedback from the participating entities.
 - b. **Other Meetings:** Additional Command Staff-level meetings shall be called as desired by the Chief of Police, and attendance shall be mandatory. Minutes of Command Staff-level meetings shall be documented, stored, and maintained by the Office Manager for the Chief of Police, or authorized designee. The minutes will remain available for future

reference by Command Staff members. In addition, there are a number of ways the Department has established procedures for communication, coordination and cooperation among all agency functions and personnel. The procedures include, but are not limited to, email, voice mail, newsletters and exchange of *Daily Bulletins*.

Division, Shift and/or Unit Commanders shall, as much as possible, consider employees' and budgetary (overtime) needs in order to avoid an overabundance of staff meetings. However, should it become necessary to conduct such meetings for the benefit of the public, employee morale or to address personnel issues which require expedient resolution, the Department, concerned Division, and/or concerned supervisors are vested with the authority to do so.

7. **Administrative and Statistical Reporting Program**

- a. **Daily Reports:** It shall be the responsibility of the involved supervisor and/or respective higher-ranking supervisor to complete a *Command Notification Incident Detail Sheet* on any and all major crimes, accidents, arrests or other incidents which should be brought to the attention of command level personnel, and disseminate the completed *Command Notification Incident Detail Sheet* to command level personnel via county email.
- b. **Crime Analysis Reports:** The TITAN Unit shall provide currently useful information to aid operational personnel in meeting their tactical crime control and prevention objectives. The TITAN Unit shall produce and disseminate weekly, monthly and annual analytical reports and graphs which are accessible by authorized personnel via the Department's shared network folder. These reports and graphs will be used for briefings on crime patterns or trends during staff meetings.
 - 1) **Weekly Reports:** A basic analysis of all Part 1 Crimes, as well as all identified high frequency crimes and incidents will be distributed weekly to the Command Staff, Precinct Captains and any other affected personnel.
 - 2) **Monthly Reports:** Breakdown of the CCPD's activities within a given month. The reports include call volume by geographic areas of patrol, shift and type of call, including all Part 1 crimes as required by the Federal Bureau of Investigation (FBI) – Uniform Crime Reporting (UCR) Program. These reports and computerized data provide information for annual summary reports and crime in the United States. They also provide state, national criminal justice officials, and citizens generally with data for assessing crime rates and crime trends.
 - 3) **Annual Reports:** Contain year-to-date totals compiled from all previous monthly reports for a given year. These reports may assist the Command Staff, Precinct Captains and any other affected personnel in developing tactics, strategies, and long range plans for crime suppression, personnel and resource projections for the future.
 - 4) **Other Reports:** The TITAN Unit shall produce other reports on crime trends, patterns and other intelligence matters as requested by the Chief of Police. See also CCPD SOP: *E7: Crime Analysis & Criminal Intelligence*.
- c. **Accreditation Reports:** Periodic Reports (proofs of documentation) required by the Commission on Accreditation for Law Enforcement Agencies (CALEA) are provided to each Division Commander, and/or concerned supervisor, responsible for that standard to ensure compliance.

VIII. CANCELLATION

This procedure amends and supersedes the following standard operating procedure: *B1: Organization, Direction & Management*, dated February 21, 2025.